

Public Service Delivery Scotland

Finance & Resources Committee Terms of Reference

1. Purpose

- 1.1. The Finance & Resources Committee, referred to hereafter as “the Committee”, shall provide independent and objective oversight of PSD Scotland’s financial position, procurement and sustainability activity and performance management. The Committee provides assurance to the Board that effective arrangements are in place – and operating as intended – to secure economy, efficiency, and effectiveness in the use of resources.
- 1.2. The Committee shall operate within the Corporate Governance Framework¹ approved by the Board and in accordance with the principles outlined in the [Blueprint for Good Governance](#).

2. Membership and Attendance

- 2.1. At least five members will be appointed to the Committee by the Board. The Chair of the Committee will be nominated by the Chair of the Board and thereafter confirmed by the Board. The Committee may nominate a Vice Chair from among the membership to deputise for the Chair of the Committee as required. The Committee’s current composition is as follows:
 - **Chair:** G. Greenhill.
 - **Vice Chair:** A.G Logan.
 - **Members:** L. Blackett; P. Buchanan; O. Clayton; K. Redpath.
- 2.2. In accordance with paragraph 9.9 of the Standing Orders, the Board may appoint co-opted members to the Committee. Co-opted members shall contribute to the business of the Committee but will not have the right to vote. The Committee does not currently have co-opted members.
- 2.3. The Committee will routinely invite the Chief Executive and members of the Transitional Leadership Group to meetings. The Executive Director of Finance, Corporate Governance and Legal Services and the Executive Director of Finance, along with the Director of Planning, Performance and Transformation and the Director of Primary & Community Care / Strategy, Performance & Service Transformation will serve as Executive Lead(s) for the Committee. Other officers may be invited to attend meetings as required.

3. Meetings and Quorum

- 3.1. The Committee shall meet at least four times per year. Meetings and business will be conducted in accordance with the Standing Orders, as approved by the Board.

¹ The Corporate Governance Framework includes the Standing Orders, Scheme of Delegation, Standing Financial Instructions, Board Assurance Framework, Code of Conduct and Committee Terms of Reference.

- 3.2. The quorum for a meeting of the Committee shall be no less than one-third of the members, as outlined in paragraph 2.1, who are entitled to vote and, in any event, not less than three members.
- 3.3. Meetings will not be held in public and the Committee may sit in private without any non-members present for all or part of a meeting if they so decide.

4. Reporting

- 4.1. The Chair of the Committee will provide a report to the Board after each meeting. A copy of the minutes may form the basis of this report. The minutes will reflect when the Committee has met in private.
- 4.2. The Committee shall develop a schedule of business each year to determine the information that it requires at meetings. An annual report shall also be prepared for the Board to provide assurance that the Committee continues to discharge its remit effectively.

5. Remit

The Committee shall:

Strategic Planning and Sustainability

- 5.1. Scrutinise and recommend to the Board for approval the Annual, 3-year or 5-year Delivery Plan, which will include all business activities and associated Financial Plans prepared in line with statutory financial responsibilities.
- 5.2. Scrutinise and recommend for approval the PSD Scotland Standing Financial Instructions.
- 5.3. Review and scrutinise delivery against the PSD Scotland Financial Sustainability Plan and seek assurance that appropriate management actions are in place.
- 5.4. Seek assurance that the organisation has appropriate arrangements in place to manage environmental, climate emergency and sustainability risks, including compliance with relevant national policy and reporting requirements.
- 5.5. Scrutinise and recommend for approval the PSD Scotland Climate Sustainability Strategy and supporting action plan

Performance, Delivery and Oversight

- 5.6. Review financial and operational performance against plans, including progress against the Annual Delivery Plan targets, and consider the appropriateness and effectiveness of current and planned management actions.
- 5.7. Review and scrutinise the full quarterly performance indicators reports prior to the Board, including associated data relating to risk, delivery, finance, Best Value and efficiencies.
- 5.8. Scrutinise the performance of programmes delivered by PSD Scotland on behalf of NHS Scotland.

- 5.9. Scrutinise the content and quality of financial reporting and information presented to the Board.
- 5.10. Ensure that systems and procedures are in place to monitor, manage and improve organisational performance reporting, including the demonstration of impact and outcomes.
- 5.11. Scrutinise quarterly complaints reports and the Annual Feedback, Comments, Concerns and Complaints Report, prior to the Board
- 5.12. Scrutinise performance against PSD Scotland's climate sustainability objectives, including the National Sustainability Assessment Tool (NSAT) and the Sustainability Performance Report.
- 5.13. Seek assurance that health inequalities and social accountability considerations are addressed across PSD Scotland business, including monitoring of the Anchors Strategic Plan and Population Health impacts.
- 5.14. Review any occurrences where Standing Financial Instructions have not been followed, including reports specifically required by the SFIs

Resources, Procurement and Investment

- 5.15. Approve property transactions at Outline Business Case or Full Business Case stage, undertaken in accordance with the NHS Scotland Property Transactions Handbook
- 5.16. Approve the local and national procurement strategies, plans and annual reports.
- 5.17. Approve any procurements requiring Board authority under PSD Scotland Standing Financial Instructions.
- 5.18. Approve budget limits and set business performance targets for all Directorates, except for earmarked funds allocated for specific purposes by the Scottish Government.
- 5.19. Approve new income contracts above £500,000.
- 5.20. Review and make recommendations on business cases beyond delegated financial authority prior to submission to the Scottish Government, ensuring compliance with the Scottish Capital Investment Manual.

Resilience, Risk and Business Continuity

- 5.21. Monitor, seek evidence and provide assurance on business continuity and organisational resilience, including emergency planning.
- 5.22. Review and make recommendations on the PSD Scotland Business Continuity Plan.
- 5.23. Receive assurance that in-year Scottish Government commissions are incorporated into the overall strategic work programme, aligned to organisational strategy and intended benefits realisation.

Other Responsibilities

- 5.24. Oversee governance arrangements for Board-delegated strategic risks by reviewing risk identification, assessment and mitigation in line with the Board's risk appetite and agreeing escalation where required.
- 5.25. Oversee governance arrangements for Board-delegated performance measures and report progress to the Board.
- 5.26. Address any additional matters assigned to the Committee by the Board or other Standing Committees. Activity arising from internal audit reports may be delegated by the Audit and Risk Committee.

6. Review and Approval

- 6.1. The Committee shall review these Terms of Reference at least annually. Any amendments shall be submitted to the Board for consideration and approval before they take effect.
- 6.2. The Board approved the Committee's Terms of Reference (Version 1.0) on 2 April 2026.